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Bakery in Togo, a multi-stakeholder sector

Local sorghum and soy bread has great potential in Togo. Various actors, from agriculture to the bakery, benefit from a development project of its value chain. The application of the M4P systems approach and the complexity of the sector certainly poses challenges, but the successes are visible, in particular by involving institutional players.

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Bread is a daily and popular food in Togo. However, it is mainly made from imported wheat, which contains few nutrients and makes Togo dependent on abroad. Nowadays, new techniques make it possible to make flour cereals, legumes and tubers such as sorghum, corn, soybeans and maize, nutritionally more beneficial than wheat flour. This technological leap allows the partial substitution of wheat flour, favouring the creation of income within the countries and the fight against malnutrition.

In Togo, the bread industry involves a multiplicity of players. In fact, eight ministries different people intervene in the management of the bakery sector, in addition to various private actors. Knowing these actors, their roles and their motivations is necessary to make the market system work for the benefit of artisan bakers who produce and market sandwich bread made from local flour, either sorghum or soya.

The local bread value chain development project in Togo

Started in October 2015, this project will soon complete its second phase 2018-2021. Its ambition is to better structure the bread market system by creating a chain of value where each actor recognizes himself. The project brings together bakeries traditional bread making with reliable local sorghum and soya flour production cooperatives to produce and market local bread. These cooperatives, for their part, enter into a contract to purchase sorghum and grain soybeans from small farmers. In addition, bakers, flour processors and farmers are put in touch with institutional and private actors to promote their access relevant services and a better regulatory framework for the development of their activities.

This project is funded by the NGO Swiss Brücke · Le pont and set work by the Organization for food and development local (OADEL), a Togolese NGO active in the field of the right to food and food and nutrition security through promotion of local consumption. The aim of the project is to increase the income of artisan bakers, made up of 97% women, flour producers, sorghum and soybean farmers and many small service providers and products that are plentiful along the local bread value chain, four thousand people in total.



The project benefits many people working in the production chain of local sorghum and soybean bread including flour processors.

Relations between players in the bakery sector in Togo

Each link in the local bread value chain develops relationships with specific players. Farmers are supported both by the Togolese Agricultural Research Institute (Itra) and the Technical Advisory and Support Institute (Icat) respectively for quality seeds and technical itineraries. These farmers also benefit from assistance from microfinance institutions to finance their agricultural campaign.

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The bread flour production units, in addition to ITRA's support for good hygiene and manufacturing practices as well as support in the quality process for the certification of flour, are supported by projects of the State, in particular the Ministry of agriculture for the acquisition of investment funds, and also obtain microcredits for their activities with microfinance structures. They are also linked with several service and product suppliers (millers, equipment manufacturers, suppliers packaging and others).

As for bakeries, they are supervised by the direction of the craft industry. Handling soybeans, they are also members of the Interprofessional Committee of Soybeans in Togo (CIFS) through the Togolese Association of Transformers Soybean (ATTS). Bakeries maintain relationships with service providers and major products such as companies dough kneaders, because few bakeries have their own kneader and rolling mill; the bread sellers; the sanitary control and inspection services food; microfinance institutions; the media for all that is advertising; and the Ministry of Technical Education, Training professional and craftsman in charge of their structuring and training through craft chambers.



The M4P approach also includes suppliers of services such as dough kneaders

The project's M4P approach: challenges and successes

The main targets of the project: bakers, flour producers and farmers, even as both institutional and private actors are used to the traditional approach project management. Make them migrate towards a systemic approach, that of making operating markets for the benefit of the poor (M4P) is not easy and requires time. If everyone understands the merits of this new approach, it is often the non-financing of their actions which leads to their inactivity. A double situation arises: for target groups, they find it difficult to understand that in the context of a project supported by a partner, they must finance the services of third parties themselves. For the state actors, often the project works with the deconcentrated departments of the ministries who have no control over the allocation of budgetary resources and suddenly, find themselves without means of action, preventing them from intervening without funding for the project.

Despite these constraints, OADEL was able to get several institutional players to work, including here are some results: funding by the Ministry of Agriculture for the establishment a training curriculum for the profession of professional producer of sandwich bread with flour local in Togo; the development by the direction of the pedagogy and programs of the Ministry of Technical Education and Crafts new documents for this trade (skills charter, learning guides, training booklets on production breads made from cassava, soybeans and sorghum); the release of an interministerial decree prohibiting the import, marketing and use of potassium bromate (additive carcinogenic) in bakery; the commitment of the vocational training department and learning to co-finance the implementation of the training strategy for bakers sandwich bread with local flour; and finally the establishment by the management of the public hygiene of a bakery inspection system for the respect of good hygiene practices by sixty inspectors trained in the six regions economic affairs of Togo.

Despite the challenges of a systemic approach, the M4P approach makes it possible to reorganize the market system of bread in favour of various small producers. It also benefits consumers, who can savour a bread of higher quality and richer in nutritional value. The project is in further recognized by the control division and food sanitary inspection as "the



Locally produced bread is very popular at the market. Its nutritional value and quality controls are there for a lot. Many consumers are taking advantage of it.

only project that works on health control of breads”.



Scale-up of the local bread value chain development project in Togo

After six years of work with the beneficiaries of the sorghum and soybean-based bread value chain development project in Togo, OADEL, with the support of Brücke start scaling up the said project. This scaling up concerns several aspects of the project. Planning for this new phase is underway. The following are the first thoughts for the 2021-2024 phase.

1. The type of product promoted by the project

Since 2015, the project has been working on soy bread and sorghum bread. The next phase will integrate the production and marketing of cassava-based bread.

2. The training of bakers in the regions and prefectures

The scaling up here consists of training 2,500 artisan bakers listed to date in Togo. They will be trained by 105 expert trades (skilled artisan bakers with experience in local bread production) spread across the 35 prefectures of Togo, at a rate of 3 per prefecture. These business experts will themselves be trained by experienced bakers and inspectors from the Department of Education and Programs under the Ministry of Technical Education. The training process on the national territory will be led by the Department of Vocational Training and of Apprenticeship (DFPA) with the organizational support of the prefectural chambers of trades and the municipal chambers.

The sanitary inspectors already retrained by the sanitary control and inspection division will monitor, in each prefecture and municipality, the application of good manufacturing and hygiene practices for bread by the trained bakers.

3. The production of local bread-making flour

The strong production of local breads will generate a strong demand for local flour. The project will support the emergence of other bread flour producers in other prefectures through the Directorate of Training, Diffusion of Techniques and Professional Agricultural Organizations (DFDOPA) of the Ministry of Agriculture.

4. The distribution of bread flour and breads

In order to ensure that all bakers have access to bread-making flours made from cereals and tubers in their localities, a distribution system for these flours will be set up via the regional chambers of crafts and associations of bakers. Likewise, a local bread distribution system will also be set up by working with the bread sellers who take the bread wholesale from the bakers and resell them in retail to direct consumers in the neighborhoods and around the main streets, in busy and busy places. The project will also create professional distributors of local breads in general food stores so that local breads are accessible to as many consumers as possible.

5. Communication on local bread

OADEL will put in place a communication plan which will include broadcast of advertising spots on community radios in the various prefectures and radio broadcasts on the economic and nutritional benefits of local bread. As such, the media will be key players.

Bénéficiaires	Nombre actuel	Nombre à l'échelle	Commentaires
Boulangères artisanales	207	2'500	Suivant la cartographie des boulangères
Employés des boulangeries	2'535	12'500	En moyenne 5 employés par boulangerie
Revendeuses d'ingrédients	11	70	En moyenne 02 revendeuses par préfecture
Conducteurs de taxi moto	207	2'500	1 conducteur de moto par boulangerie
Transformatrices	26	72	2 unités à kara, 2 à Lomé, 1 à Atakpamé, 1 à Notsé, et 12 membres en moyenne par unité
Revendeuses de pains de sorgho et de soja (ambulantes)	181	7'500	Environ 03 revendeuses par boulangerie
Cafetiers	10	350	En moyenne 10 cafetiers par préfecture
Revendeuses de pain dans les kiosques	11	140	01 revendeuses par kiosque et au moins 02 kiosque par préfecture
Distributeurs de pain	2	70	2 distributeur par préfectures
Pétrisseurs et employés de moulin de pétrissage	18	315	03 employés par moulin et 03 moulin par préfecture
Gérants des boutiques de dépôt des farines (autres points)	2	175	Au moins 5 point de dépôt par préfecture
Employés des boutiques	13	105	01 employé, au moins 03 boutique par préfecture
Distributeurs de farines panifiables	1	12	02 par région
Equipementiers	2	6	01 par région
Producteur de sorgho	634	634	Nombre inchangé
Producteur de soja	29	160	Soit 2 coopératives par région de production (plateaux centrale, Kara, savane) et en moyenne 20 membres par coopérative
Producteur de manioc	-	80	Soit 2 coopératives par zone de production (région maritime et plateau) et en moyenne 20 membres par coopérative
Total	3'227	24'238	